

Nathan Bedford Forrest State Park Strategic Management Plan

2023 – 2033

DRAFT

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Park Purpose, History and Description

The Nathan Bedford Forrest Memorial Park Commission was formed by the state legislature in 1929 and signed by Governor Henry Horton. In 1929 the park was dedicated to Nathan Bedford Forrest on land acquired in part from Benton County. In October of 1930 the WPA hired men to build roads and clear land throughout the park. The original stone community building atop Pilot Knob was constructed in 1930. The N.B. Forrest monument was erected in the fall of 1931. In 1939 Shelter 2 was built by the National Youth Association. In 1963 the state bought the park from Benton County, and it became a State Park. Eva Beach Day Use Area was acquired in 1988 from Benton County and a land easement from TVA. The park continues to develop new amenities to serve its constituents.

This park, in the heart of Benton County, consists primarily of temperate deciduous forest distributed across steep rolling hills and valleys opening into the Tennessee River. A rich plethora of plant and animal life occurs throughout this expanse. Signs of early life are well-preserved in the rock exposures at Fossil Point and Chestnut Hill. Of cultural significance are an Archaic Period Native American site, Civil War battleground, Trail of Tears crossings, the N, C, & St. Louis Railway, and the Tennessee River Folk Life Museum.

Goals, Objectives and Action Plans

THE RESOURCES: Exemplary Natural and Cultural Stewardship

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to preserve, protect, and share Tennessee's natural and cultural resources.

- Increased interpretive and education programming that engages and supports Benton County communities. This includes Jr Ranger in all Benton County Second Grade Classes, CHS Career Day, and all end of year school field trips.
- Increased partnership with the TN RiverLine, an organization out of UT Knoxville that is uniting the communities along the TN river into one unified trail system.
- Engage volunteer efforts, including the Friends Group, to help keep the park clean for all visitors. These efforts will be based around the TSP volunteer days and TN RiverLine volunteer experiences.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

- Utilization of employee job plans to address resource stewardship. This will be accomplished through education and training from TSP and outside agencies.
- Along with the training, resource management plans will address preservation, active protection, and restoration of degraded habitats, including the removal of invasive species.
- Rangers will provide recreational opportunities that provide a greater appreciation of resource preservation to build better stewards from our guests.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

- Staff will inventory existing natural and cultural assets and determine how to best preserve them. We will continue our partnerships with TVA, TWRA, UTM, and the Friend's Group to keep these areas protected.
- We will use TDEC's Arc GIS program to track progress over time. We may need to invest in a small drone to help capture how it is progressing on a larger scale.

THE VISITOR: Welcoming and Inviting to All

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

- Create a set of quality programs, telling full stories through interpretation, on and off the park, connecting visitors to the resources of Nathan Bedford Forrest State Park and all Tennessee State Parks
- Connect visitors to the achievements of the Civilian Conservation Corps, Works Progress Administration, and National Youth Administration using Augmented Reality/Virtual Reality at the Tennessee Folklife Interpretive Center

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

- Develop and maintain programs that use natural, historic, and cultural resources, that vary in cost from free to paid programs, and can be used on the park and in the classroom.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

- Provide resource-based programming opportunities that highlight the trails, scenic vistas, and the Tennessee River/Kentucky Lake that make the park a destination for visitors.

THE AMENITIES: Well-Maintained Facilities and Amenities

Goal: Tennessee State Parks will be well maintained with facilities and amenities that delight visitors and make Tennesseans proud.

Objective: *Improve maintenance:* Improve overall maintenance and upkeep of all park facilities and amenities that contribute to meaningful visitor experiences.

- Maintain all buildings, trails, campgrounds, and outdoor areas at a high standard to ensure all visitors have a safe and welcoming stay

Objective: *Better park accessibility:* ensure all visitors have opportunities for meaningful experiences in every Tennessee State Park.



- Prioritize and complete deferred maintenance tasks and establish preventive maintenance plans to keep the park amenities in proper working order and accessible to all visitors

Objective: *Quality and welcoming facilities and amenities:* provide high-quality and well-planned facilities and amenities that enrich the visitor experience.

- Provide organized, effective, and welcoming information signage to assist visitors in their visit to the park
- Ensure facilities are ADA accessible and in proper repair
- Ensure all new facility designs are geared to provide the best experience for all visitors

THE OPERATIONS: Operational Excellence

Goal: Tennessee State Parks will be a national model for operational excellence in a state park system.

Objective: *Support and empower our people:* support and empower our workforce by creating a caring environment that encourages professional growth and great customer service.

- Provide a safe and welcoming work experience, providing training and professional development opportunities, creating pathways for career development and advancement

Objective: *Efficient and effective operations:* provide efficient, effective, and fiscally responsible service to Tennesseans and our visitors.

- Build partnerships with local and statewide organizations to improve the park amenities and build public support and engagement
- Stay within budgetary compliance to improve the parks overall fiscal responsibility

Park Overview

Site Fact Sheet

Park Name	Nathan Bedford Forrest State Park
Site Manager	Josh Justice
Area Manager	Ryan Forbess
Park acreage	2700
Total number of visitors (FY 2022)	671,415
Total expenses before CO (FY 2022)	\$1,113,338
Total revenues (FY 2022)	\$426,723
Retail cost recovery % ¹	157.96%
Park cost recovery %	38.3%
Average expense per visitor (FY 2022)	\$1.66/visitor
Average revenue per visitor (FY 2022)	\$0.64
Gross profit or loss	(\$686,615)
Total full-time available positions / filled	14/14
Total part-time available positions / filled	1/1
Primary feeder markets	Tennessee, Florida, Georgia, Kentucky, Arkansas, Missouri, Illinois, Indiana
Primary reasons people visit	Trails, Lake, Camping, Cabins, History
Opportunities for improvement	Museum upgrade, cabin furnishings, and shelter picnic tables would increase visitation and rental prices increases.

Key Attractions

The amenities or features listed below are those that seem to be most popular for visitors.

- Cabins
- Campground
- Eva Beach Day Use Area/Boat Ramp
- Hiking trails
- Tennessee River Folklife Museum
- Group Lodge
- Group Camp

¹ Based on T.C.A. 11-3-305, Cost recovery of revenue-generating facilities



Site and Operations Assessment

This site and operations assessment is a culmination of analyses and findings from a review of the condition of facilities, infrastructure, and operations at NBFSP. The findings and observations are not intended to be an exhaustive review of all issues present but provide a basic understanding of the predominant issues that contribute to the site's current operating conditions. The assessment includes the following:

1. Site and Facilities Assessment
2. Operational Assessment
3. Financial Assessment

Site and Facility Assessment

Methodology

Facility and asset conditions are rated using a differential scale of excellent, good, fair, or poor. Descriptions of conditions that are attributed to each of these findings are also provided.

Scale of Conditions	
Rating	General Description
Excellent	Facilities/amenities are in 'excellent' condition when they show little or no maintenance or repair problems. Facilities do not feature any major design or operational issues or flaws that contribute to diminished use or increased maintenance or upkeep. Facilities are easy to clean and maintain in order to place them back into public use and the users perceive them to be in excellent shape.
Good	Facilities/amenities are in 'good' condition when they show only minor maintenance or repair problems. Most maintenance issues with these facilities typically appear to be the result of age and/or heavy use. Facilities may only feature minor design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities are moderately easy to clean and maintain in order to place them back into service and the users perceive them to be adequate for their use, but probably not in excellent shape.
Fair	Facilities/amenities are in 'fair' condition when they show significant maintenance or repair problems. Facilities generally exhibit ongoing maintenance issues that appear to be the result of age, heavy use, or design or operational flaws. Some maintenance and repair needs may compound their fair condition by being deferred because of budget and/or resource limitations. Facilities require more effort to clean and maintain before placing them back into service and the users may perceive them as being less than adequate for their use and in a state of deterioration. The facility or structure may need of major repair or replacement.
Poor	Facilities/amenities are in 'poor' condition when they show significant, on-going maintenance or repair problems that ultimately may result in suspended use for repair/replacement. Maintenance and repair issues are possibly the result of poor maintenance and clearly the result of age, heavy use, or design or operational flaws. Problems with the facilities are often compounded over time due to consistently-deferred maintenance and repair because of budget and/or resource limitations. Facilities may feature major design or operational issues that contribute to diminished use or increased maintenance or upkeep. Facilities require excessive effort to clean and maintain before placing them back into service and the users often perceive them as being inadequate for their use and in a state of serious deterioration. The facility or structure may need of major repair or replacement.

Facility Inventory and Assessment

The table below is an inventory of facilities and amenities at NBFSP and provides the assessed condition of each as reviewed in May 2023.

Site Asset / Amenity	Quantity	Condition
Tennessee River Folklife Museum	1	Good
Log Cabin	1	Good
Stone residence	1	Poor/fair
Pump house	1	Fair
Shelter 2	1	Good
Shelter 2 restroom	1	Poor
Shelter 1/restroom	1	Good
Happy Hollow residence	1	Good
Deluxe cabins	7	Good
Park office	1	Good
Happy Hollow bath house	1	Good
Linen house	1	Fair
Maintenance shop	1	Good
Group Lodge	1	Good
Back country shelters	5	Good
Group camp bath house	1	Good
Lakefront restroom	1	Poor/fair (getting replaced)
Eva residence	1	Good
Eva shelter/restroom	1	Good
Eva boat ramp	1	Poor
Lakefront boat ramps	2	Poor
Ballfield shelters	2	Poor/fair
Picnic shelters	2	Poor

Trail Inventory and Assessment

Trail Name	Mileage	Condition
Boat Ramp 1 to Eva Beach Water Trail	2.34	Good
Campground Road Loop Trail	2.47	Fair. Has some erosion issues on hills.
Chester Hollow Trail	3.16	Fair. Has some erosion issues on hills and has a very steep hill that needs cutbacks.



Fossil Point Trail	2.26	Good. Has some erosion issues on hills.
Happy Hollow Interpretive Trail	0.79	Good
Pafford Wilson Loop Trail	0.95	Good. Has a very steep hill that needs cutbacks
Pilot Knob Loop Trail	3.78	Good. Has some erosion issues on hills.
Polk Creek Wildflower Trail	0.29	Good. Story Book Trail
Red Rock Overnight Trail	7.02	Good. Has some erosion issues on hills and has a very steep hill that needs cutbacks.
Access trail from back gate	0.83	Good
Grand Total	23.89	

New Assets Needed

List new assets and amenities that would fall under capital expenditures that are needed to improve visitor experience and operational efficiency.

New Asset & Amenities	Description
ADA accessible trail at Eva Beach	ADA accessible trail at the pothole area of Eva Beach. This will require accessible parking lot and concrete/paved trail surface.
Picnic tables park wide	New picnic tables are needed at Eva Beach and all shelters to replace work out wooden tables.

Prioritized Facility Needs

Based on the facility inventory and assessment, these prioritized needs have been identified.

Please list prioritized facility needs

Operational Assessment

The Operational Assessment includes:

1. An inventory and classification of programs and services being provided at the site,
2. A review of staffing at the site,
3. A review of concessionaires and partners operating at the site,
4. Visitation and customer satisfaction, and
5. Professional development and training.

Inventory and Classification of Programs and Services

Programs and services are classified into one of three major categories:

- 1) Core or Essential Services;
- 2) Important Services; and

3) Value added or Visitor Supported Services.

Functions of the site are classified into these categories based in part on the mission and public mandates for both the site and the agency. For the programs and services in each of these categories, there are financial performance expectations that will define how services are funded and evaluated.

CATEGORY 1 – CORE SERVICES *[Largely supported by public subsidies]*

Core programs, services and facilities are those the agency must provide and/or are essential in order to capably govern and meet statutory requirements. The failure of the agency to provide Category 1 services at adequate levels could result in significant negative consequences for the public and the resources under protection. The criteria for programs or services to be classified as core or essential are:

- The services are mandated by the agency's law or charter or are contractually obligated by agreement to provide the services.
- The services are essential to protecting and supporting the public's health and safety.
- The services protect and maintain valuable assets and infrastructure.
- The services would generally and reasonably be expected and supported by residents, businesses, customers and partners.
- The services are those that cannot or should not be provided by the private sector.
- The services provide a sound investment of public funds.
-

The following programs and services offered at NBFSP have been identified as **core services**:

- Resource Management
- Safety and Security Services
- Public Land Access
- Facility Maintenance

CATEGORY 2 – IMPORTANT SERVICES *[Supported by a balance of revenues and public subsidy]*

Important programs, services and facilities are those the agency should provide, and are important to governing and effectively serving residents, businesses, customers and partners. Providing Category 2 services expands or enhances the agency's ability to provide and sustain its core services. The criteria for programs or services to be classified as important are:

- The services expand, enhance or support identified core services.
- The services are broadly supported and utilized by the community, and are considered an appropriate, important, and valuable public good. Public support may be conditional upon the manner by which the services are paid for or funded.
- The services generate income or revenue that offsets some or all of the operating cost and/or are deemed to provide economic, social or environmental outcomes or results.

The following programs and services offered at NBFSP have been identified as **important services**:

- Resource based interpretation
- Resource based recreation
- Outdoor recreation facilities



CATEGORY 3 – VISITOR SUPPORTED SERVICES *[Almost exclusively supported by earned revenue]*

Visitor supported programs, services and facilities are those discretionary services that the agency may provide when additional funding or revenue exists to offset the cost of providing those services. Category 3 services provide added value above and beyond what is required or expected. The criteria for programs or services to be classified as visitor supported are:

- The services expand, enhance or support Core Services, Important Services and the quality of life of the visitors, community or stakeholders.
- The services are supported, valued and well utilized and provide an appropriate and valuable public benefit.
- The services generate income or funding from sponsorships, grants, user fees or other sources that offset some or all of their cost and/or provides a meaningful return on investment.
- The Services can possibly be provided through outsourcing or use of concessionaires, providing opportunities for community enterprise or services that may not otherwise be provided by the agency.

The following programs and services offered at NBFSP have been identified as **visitor supported services**:

- Gift Shop
- Camping
- Kayak Rental
- Group Lodge
- Cabin and Lodge accommodations

Personnel / Staffing Review

Personnel and staffing at NBFSP represent the largest area of budgetary expense at an average of 51% of the total operating budget each year for the last three complete years, which is less than the target of labor costs not exceeding 65% of total operating expenditures. The tables below and on the following page provide a basic review of the current staffing at the site.

Full Time Equivalent Employees

Position / Title	Quantity (FTE)	Compensation Total
Park Manager 2	1	*
Park Ranger 2	2	*
Conservation Worker 3	1	\$38,184
Admin Assistant 1	1	\$42,924
Clerk 2	1	\$31,812
Clerk 1	1	\$30,708
Conservation Worker 2	2	\$72,108
Conservation Worker 1	5	\$152,520
TOTAL	14	\$559,714

**Law enforcement compensation confidential by TN law.*

Part Time Employees

Position / Title	Quantity	Compensation Total
Laborer	1	\$8,019.38
SIR		
TOTAL	1	\$8,019.38

Labor Support

Labor Support	Annual Hours
Volunteers	300
Community Service Workers	100
Engineering and Construction Crews	
Resource Management Crews	600
Other: School groups	160
TOTAL	1000

Total Labor Compensation Expense

Labor Type	Labor Expense
Full Time Equivalent Employees	\$559,714
Part Time Employees	\$8,019.38
TOTAL Annual Labor Expense	\$567,733.38

Additional Future Positions Needed

Position / Title	Quantity	FTE or PT	Year Needed	Justification
Job Share	1	FTE	2024	This position would be used to supply employees for multiple positions. We need a person in our museum on weekends to either run the gift shop or the museum. We also need another seasonal maintenance position to help with mowing/trimming. This position would also allow us to hire help for our house keepers on days that we have 5 or 6 turnovers.
Ranger position	1	FTE	2028	Due to the campground upgrade and expected visitor increase, a 3 rd ranger position is needed. We are also going to be increasing the resource management duties through the tornado damaged area needs and trail needs. Also, we are doing more and more off-site programs and these programs are not conducive to ranger hours during the week. This additional position will make the park eligible for a Park Ranger 3.



TOTAL	2			
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Financial Performance

Revenue per available unit (**Rev Per Unit**) for the last four years in park facilities is detailed in the table below.

Current Rev Per Unit

Fiscal Year	Cabins Rev Per Unit	Campgrounds Rev Per Unit	Day Use Facilities Rev Per Unit	Group Lodge Rev Per Unit
2019	49.56	2.88	0.85	44.96
2020	60.02	4.12	1.07	53.69
2021	76.75	5.66	1.52	57.5
2022	83.78	5.2	1.34	89.35

Projected Rev Per Unit - Based on current Rev Per Unit trends at the park and any known developments over the next four years.

Fiscal Year	Cabins Rev Per Unit	Campground Rev Per Unit	Day Use Facilities Rev Per Unit	Group Lodge Rev Per Unit
2023	95	5.6	1.5	90
2024	105	6	1.7	93
2025	115	8	1.9	96
2026	125	10	2.1	99

Customer Service

Platform / Site	Year	Customer Satisfaction Level
TripAdvisor	2022	4.5/5
Facebook	2022	4.5/5
RV Life	2022	8.4/10

Net Promoter	2022/2023	25
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Professional Development and Training

The following professional development and training opportunities are being explored and planned for the staff and volunteers at this park:

- Chainsaw training
- Fire team training
- Heavy equipment training
- Trail building training
- HVAC training
- Routine management training
- Routine law enforcement training

Summary of Key Recommendations

Please provide short-term, mid-term, and long-term recommendations for addressing operational issues at the park and improving overall park performance.

Short Term Recommendations (Less than 1 year)

1. **Site and Facilities**
 - a. Finish the group camp bath house.
2. **Operations and Staffing**
 - a. Create a job share position to alleviate the stress on 3 different jobs in the park.
3. **Customer Service / Visitor Experience**
 - a. Cabin furniture
 - b. Campground Wi-Fi
 - c. Picnic shelter upgrades

Mid Term Recommendations (2-5 years)

1. **Site and Facilities**
 - a. ADA accessible trail at Eva Beach.
 - b. ADA accessible restroom at Shelter 2.
 - c. Repair the pump house.
 - d. Pave the road to the log cabin.
 - e. Pave Shelter 1 parking lot.
 - f. Resurface the boat ramps.
 - g. Happy Hollow and Lakefront campgrounds are getting upgraded. We just entered the design phase, and the renovations will take place in the next 2 years.
2. **Operations and Staffing**
 - a. Park Ranger 1
 - b. Operations Worker



3. Customer Service / Visitor Experience

- a. Update the Tennessee River Folklife Museum.
- b. Finish the AR/VR work for the CCC/WPA.

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Long Term Recommendations (5+ years)

1. Site and Facilities

- a. Repair Hwy 191.
- b. Remodel the stone residence.
- c. Upgrade the linen house.

2. Operations and Staffing

n/a

3. Customer Service / Visitor Experience

- a. Complete work on the tornado damaged area and have it enjoyable to visitors.



Resource Management Plan

A resource management plan is a specific statement of the objectives you have for your land and natural resources, as well as any significant cultural and historic resources stewarded by the state park. This includes a defined series of priorities and activities that will take place in order to meet those objectives. This can include future potential land acquisitions or divestitures that are necessary to meet the park's resource management goals and objectives.

RESOURCE PROTECTION PURPOSE STATEMENT:

- To manage resources and facilities in a fiscally sound manner. To Preserve, Conserve, Protect, and Enhance the natural, cultural, and scenic treasures embodied within our borders while providing a variety of educational opportunities and safe, quality recreational pursuits of outdoor experiences through a well-planned, professionally managed State Park operation.
- To plan and operate these pursuits in accordance with division goals.

The contents of this resource management plan are as follows:

1. Resource Management Objectives
2. Resource Inventory and Assessment
3. Management Strategies
4. Priority Actions
5. Supplemental Information

Resource Management Objectives

Goal: Tennessee State Parks will be nationally recognized for exemplary stewardship of natural and cultural resources.

Objective - *More and better stewards:* Increase internal and external stewards who share Tennessee State Parks core values and can contribute to the State Parks mission to steward Tennessee's natural and cultural resources.

Objective - *Better resource management practices:* Identify, manage, and restore unique natural and cultural resources for generations to come.

Objective: *Better data and technology:* Leverage data and technology to help inform and guide decisions on natural and cultural resources stewardship.

Aligned with these objectives are specific strategies to achieve the desired outcomes for the natural, cultural, and historic resources of this park.

Strategies

- A. Erosion control – Methods of flood control and soil retention will be employed to minimize damage by flooding to target areas. This will include, but is not limited to, the use of limestone riprap, native grasses and plants, retainer walls, and improved drainage systems.
- B. Invasive species prevention/removal – The park already has policies in place to help prevent the spread of invasive pests and plants. We will continue to monitor use and educate the public of these policies and their meaning. Additionally, a program to control and eradicate existing invasives will continue to be refined to provide the most effective and fiscally sound response to this problem.

- C. Lack of Accessibility/Knowledge – An effort has begun to reinforce knowledge of natural and cultural assets on the park that have been traditionally under-interpreted among our interpretive themes. We have established signage and waysides to discuss many of the cultural resources listed above. Forthcoming museum renovations should greatly enhance the public knowledge of river life. Recent trail work and the addition of a dedicated trail machine to our fleet will improve accessibility.
- D. Age and Format Incompatibility – Monuments and other outdoor structures will be monitored for signs of degradation or scale buildup and treated with a specialized chemical rinse for protection. Storage methods of photographs, primary documents, and artifacts will be evaluated to determine if current practices are in line with today’s preservation standards by consulting with the TN State Library and Archives. Antiquated forms of media will be digitized, beginning with the TN River Folk Life Collection of Oral History Interviews which is currently underway.
- E. Hazard Management – Management of Hazards such as dead and dying trees near park resources, facilities, public areas, or nearby private property much be assessed regularly and corrected as needed to prevent and/or minimize damages in line with Hazardous Tree policy.

Resource Inventory and Assessment

The significant natural, cultural and historic resources of the park requiring management are detailed below including a condition assessment rating for each. Condition assessments are selected from the following options based on what most describes the current condition of the resource:

1. **Excellent** – resource is in excellent condition; all potential threats to the integrity of the resource are currently managed and effectively mitigated.
2. **Good** – resource is generally in good condition and stable; threats to the integrity of the resource require regular management in order to mitigate.
3. **Fair** – resource is in stable condition but difficult to mitigate ongoing threats; additional management support is required.
4. **Poor** – resource is generally in poor condition with management support required to both improve existing conditions and address threats.
5. **Critical** – resource is highly threatened or deteriorated and requires immediate management prioritization.

Significant Park Resources	Quantity	Current Conditions	Notes
Riparian corridors	Approx. 8-10 miles	Poor/Good	Riparian corridors in the main part of the park have erosion, some severe. Riparian corridors on the trail part of the park are in good shape. They do not have as much erosion.
Oak/Hickory hardwood forests	2,000 acres	Fair	Forests are healthy but do have some invasive plant growth and erosion of soil.



Grassland areas	300 acres	Fair	These areas are from tornado damage to the forest. They are having erosion issues.
Beach area	2 acres	Fair	This is a manmade beach and suffers from wind and water erosion. Sand is added every spring to keep it enjoyable to the public.
Shoreline	5 miles	Fair	Shoreline erosion is an issue in areas with steeper elevation change.

Management Strategies

The management strategies outlined below are directly correlated to the resources identified previously in the *Resource Inventory and Assessment* section immediately above. These are general and overall management recommendations for each resource from which priority actions will be determined. Each resource has both a “Public Use” management strategy (which could include limited or no public access, or managed access with infrastructure and regulation) and a “General Management” strategy.

The priority assignments reflect the highest resource management priorities of the park over the next 1-5 years (High Priority) and 6-10 years (Moderate Priority)

Resource	Management Recommendations	Priority
Riparian Corridors	Public Use: Open access to areas around the campgrounds, with limited access in areas that are in off-trail areas. General Management: Erosion mitigation in areas at the bottoms of hills and near culverts in the main part of the park. No management needed for streams in the trail part of the park.	Moderate
Oak/Hickory Hardwood Forests	Public Use: Managed access with infrastructure and regulation – access limited to trails and back country campsites with usage policies and regulations. General Management: Erosion mitigation in areas of steep topography, and understory management through prescribed burns in areas that are flat (not on steep hillsides).	Moderate
Beach area	Public Use: Active public use, especially during summer months General Management: Manage trash and damage due to visitor use	Moderate
Grassland area	See attached Wildlife Habitat Management Plan	High

Shoreline	<p>Public Use: Public use is limited to most areas of shoreline due to difficulty to access. Major usage at Eva Beach Day Use Area, park cabins, and Lakefront Campground.</p> <p>General Management: Manage for erosion and damage due to visitor use at areas with high usage.</p>	Moderate
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Land Management Strategies

In some cases, strategic land acquisitions or divestitures are necessary to meet the overall resource management goals and objectives of the park. This can include opportunities to address buffers, watersheds, viewsheds, inholdings, and adjacent properties. The table below details **general strategies** for land management. Timelines refer to Short Term (1-3 years), Mid Term (4-6 years), and Long Term (7-10 years).

Land Management Strategy	Timeline
Acquire the small inholding that is located near the back gate.	Long term

See Additional Resources: Nathan Bedford Forrest State Park Wildlife Habitat Management Plan April 23, 2023



Interpretive Programming and Education Plan

The Interpretation, Programming, and Education planning is currently going through a planning process to further build out the process. This section only represents the very basic framework. As TSP moves forward with the future of Interpretive programming and education this section will likely be changed to accommodate those modifications.

Attached to this plan are the Interpretive Program Templates in fillable PDF forms.

To interpret all of that which is embodied in this park as often, as accurately, and as clearly as possible through a wide array of media and methods. To instill in our audience a sense of place and belonging by relating to each individual to the fullest extent of our ability both intellectually and emotionally.

Primary:

Nathan Bedford Forrest State Park preserves the story of the TN River Valley and the legacy of its people. NBFSP tells the stories of how life has changed based on the biodiversity in, and changes made to, the Tennessee River.

Secondary:

1. The Eva culture came into being along the banks of the TN River during the Archaic Period.
2. The biodiversity in and around the river is vitally important to the survival of the people in the area.
3. Many facets of river commerce emerged in the early 20th century utilizing the natural resources of this rich land.
4. Nathan Bedford Forrest commanded the Johnsonville campaign of 1864.

Interpretation, Programming and Education Goals

Goal: Tennessee State Parks will be the most accessible, welcoming, and inviting system of parks that enriches Tennesseans and visitors through excellent interpretation, education, and resource-based recreation.

Objective: *accessible, welcoming, and inviting to all:* create quality and varied programs of interpretation, recreation, and outreach so that all audiences feel welcome and invited.

Objective: *high quality programming:* develop and support mission-based and resource-relevant programs to engage visitors, empower staff, and develop community wellbeing.

Objective: *resource-based outdoor recreation:* provide resource-based outdoor recreation opportunities that ensure representation of Tennessee's natural, scenic, and cultural resources.

Within these objectives are the following desired outcomes:

- Building stewards
- Ensuring Equity
- Provide the Highest Value
- Develop Resource Based Programming
- Support Staff

Strategic Programs and Services

The strategies detailed below with corresponding action plans are aligned with the Comprehensive Strategic Plan of Tennessee State Parks.

Strategy – Telling Full Stories: to identify and replicate best practices while establishing new methods for representing diverse, equitable, inclusive, and just dialogues.

- The Telling Full Stories best practice techniques will be used as our interpretive staff plan and present programs and activities. Efforts will be made to include programs and activities that allow for visitors with physical limitations.

Strategy – Interpretative Media: Connecting people to the resources of Tennessee State Parks with technology in ways that compliment and expand interpretation within and beyond the park, giving everyone access to becoming a park steward.

- We are currently working with IPE to begin using AR/VR technology to program about the CCC. This will expand into other AR/VR programming as the technology grows.

Strategy – Develop and maintain a portfolio of programs across multiple types of experiences:

- A. Interpretation of natural, historic, and cultural resources
- B. 3-5 unique experiences for all audiences
- C. Varying intensity from self-guided to immersive experiences
- D. Partnership opportunities for program delivery
- E. Varying costs to the user from “free to fee” based on value of the benefit to the participant.
 - Develop a set of programs that all rangers and interpretive staff can utilize. These programs will be setup to take place at the museum or other park locations, as well as off the park for off site visits.

Strategy – Develop and maintain diverse and varied resourced-based outdoor recreation opportunities across multiple types of experiences:

- A. Managing recreational use with the stewardship needs of the resource
- B. Varying intensity from self-guided to guided experiences
- C. Partnership opportunities for program delivery
- D. Varying costs to the user from “free to fee” based on value of the benefit to the participant and impact to the resource.
 - Utilize the trails and the water around us to develop programs designed to get the visitor involved and build them into stewards of the park. These will include, but are not limited to: ranger led kayak/canoe floats and hikes, kayak and paddle board rentals, story book trail, interpretive signage on trails.



HELPFUL DEFINITIONS:

- Nonpersonal Interpretation: Interpretive media that do not require a person to deliver a message (i.e. exhibits, waysides, brochures, signs, magazines, books, etc.).
- Personal Interpretation: One person or persons providing interpretation to another person or persons.
- Interpretive Program: Activities, presentations, publications, audio-visual media, signs, and exhibits that convey key heritage resource messages to audiences. (Adapted from US Fish & Wildlife Service)
- Interpretation: a purposeful approach to communication that facilitates meaningful, relevant, and inclusive experiences that deepen understanding, broaden perspectives, and inspire engagement with the world around us.

Financial Performance Goals

Financial performance goals are a critical performance management tool of the Tennessee State Park System. While the financial performance of parks are managed more intently at the system level, individual parks are expected to recover a portion of their operating costs through the generation of earned revenues where appropriate and to contribute to the system goals. The majority of earned revenues at state parks are generated through facility usage (campsites, cabins, lodge rooms, rentable pavilions, etc.), the delivery of fee-based programs and services, equipment rental and usage, and retail sales. Other forms of revenue generation come from golf courses and restaurants where those amenities are present. That said, not all parks have the same ability to generate earned revenues because the availability of facilities or programs vary widely from one park to the next. The “recovery” of operational costs by earned revenues is referred to as “cost recovery”. Operating costs beyond those supported by earned revenues represents the extent to which state funding support operations at each park.

The table below represents the overall park cost recovery for this specific park for the most recent fiscal year and forecast estimates for the upcoming five years. These estimates are based on projection estimates for known and foreseeable costs and recovery figures.

FINANCIAL PERFORMANCE GOALS						
	Current Cost Recovery (2022)	Target Cost Recovery: FY 2023	Target Cost Recovery: FY 2024	Target Cost Recovery: FY: 2025	Target Cost Recovery: FY 2026	Target Cost Recovery: FY 2027
Park Overall	38.3%	31.4%	28.9%	29.2%	29.5%	29.8%

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